Roxbury Community College

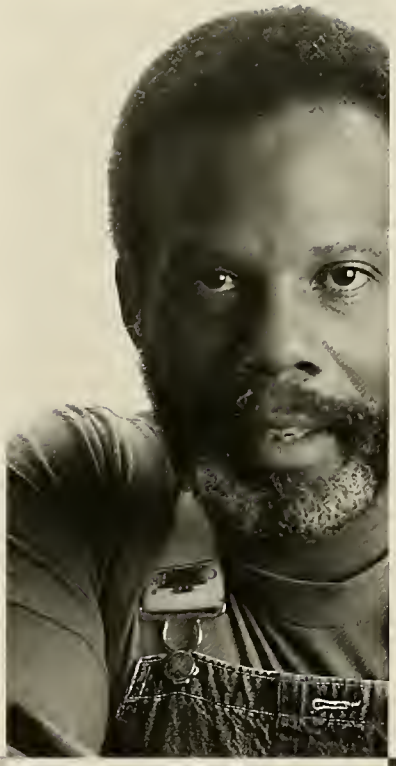
Annual Report 1996

A Learning Community **Where Futures Begin**

Roxbury Community College is the Learning Community

cover painting: "A Culture Preserved" by Paul Goodnight

Where Futures Begin



A Learning Community Where Futures Begin

President's Letter

Maya Angelou, the American author, wrote a poem that speaks about the attitude of the students we serve. She speaks eloquently of rising, committing and celebrating in her poem, "And Still I Rise". the last verse reads:

Leaving behind nights of terror and fear, I rise into a day break that's wondrous clear, I rise bringing the gifts that my ancestors gave, I am the dream and the hope of the slave I rise I rise I rise.

Roxbury Community College is indeed the place where many wonderful futures begin. I have the privilege of providing presidential leadership to the most unique and special campus of the system of twenty-nine public educational institutions. Roxbury Community College (RCC) has cultural, linguistic and ethnic diversity on a scale matched by few institutions. RCC is strongly supported by the community it serves. It is the College of the community.

In addition to providing open access to anyone who wishes to come to the College and providing several pre-College entrance points, a number of instructional support systems and a highly nurturing faculty, RCC has expanded its operations to give more of a sense of community and is a meeting ground for area residents.

RCC is now a valuable resource for minority businesses and vendors and indeed the City of Boston. The Reggie Lewis Track and Athletic Center has completed its inaugural year with stunning success stories of its community impact. Over ten thousand persons visit the Center monthly. Many national and regional events are held here at RCC and the evaluations have confirmed our standing as a world class facility.

RCC as an open admission equal opportunity institution has strengthened its performance measures on a scale and within a schedule matched by few urban colleges. The budget has been balanced for two consecutive years and we plan to end FY97 on target as well. The development of strong management systems has served the College well. Over three million dollars has been wisely invested in bringing the technology and systems of the College up to par.

All union contracts were successfully negotiated bringing salary increases to all employees for the first time in three years . The administrative structure has been downsized and flattened in order to provide for closer contact between the faculty, students and the President.

The Board of Trustees represents the community and, the students; and, its vision for RCC is paramount to good stewardship. The collective board has provided outstanding service to the RCC community.

The college is truly a College of its community and for its community. RCC enjoys a revolutionary educational partnership with Star Market. The educational model shall be promulgated with several other successful corporations. The RCC Foundation director, Bill Sapers has provided sterling leadership and guidance to our students and we hold him and Star Market President Henry Nasella in high esteem as we chart new territory for the good of the students and the community we seek to serve.

New articulation agreements and updated marketing and recruitment plans will increase enrollments. More sophisticated laboratories will allow RCC to expand its programs. The agreement with Pine Manor and Dual Admissions with University of Massachusetts at Boston are excellent stepping stones to Baccalaureate education.

The major achievement of RCC this year is in its commitment to true educational reform. The reform effort springs out of the College's major achievement last year, a grant from the Balfour Foundation. The effort is spurred by the community support received at the Charette, Spring, 1996. The achievements of RCC this year are substantial and significant. Our challenge is to discover all of our unique strengths and leverage all of the wonderful opportunities we have to serve our students.

The faculty have been hard at work making RCC an even more excellent institution. The Science Department has completed an Environmental Management concentration; Nursing Education is prepared for its first National League of Nursing accreditation visit; the Business division is not only working with Star Market industries, but renewing the Hospitality Management program as well. The English and ESL faculty have restructured their discipline to allow for greater student success. The College as whole is preparing for focused visit as part of it's decennial accreditation from NEASC. The Scholar-In-Residence program has sponsored a major new initiative called the RCC Presidential Lecture Series and we are proud to welcome Harvard Professor, William Julius Wilson at the first lecture on April 3, 1997 and noted Economist, Julianne Malveaux on May 1, 1997.

A special outreach focus on Black and Latino men has brought many wonderful opportunities to RCC. We have had the opportunity to see young faces brighten with hope, and young minds instilled with new courage. The project I am personally most proud of is our wheelchair basketball team co-sponsored with the Disabled Athletic Association. These young men of color, victims of street violence, bound to their wheelchairs, seem to take wings as they literally jump at the hoop giving total concentration to the fast break. As we work with Concerned Black Men, The Black Jewish Roundtable, The Nation of Islam, the churches, and the residents, we come to a place where we see the divinity in diversity of all God's men and women. A place where we can simply rejoice that we have in some way contributed to the success of the lives of people who, but for RCC, may not have reached the pleasant place of people like Paul Goodnight, an alumnus of RCC whose art work and prints are legend. In fact, one of his prints forms the cover of this 1997 Annual Report. We also take pride in new alumnus Tomas Gonzales whose visions are centered on politics and a career in government. As I visited the White House in February for coffee with President Bill Clinton, I realized just how close our students' dreams can be to our grasp.

The Annual Report of 1997 is a tribute to the Board of Trustees whose unselfish dedication to a dream has led us with success; also to administration and staff; and our students who keep us focused and expanding our horizons. Lastly but not least, we give our gratitude to the community and our legislature and to all the potential students of RCC whose poetry is not yet written but who will begin in this place,... "Where Futures Begin"

Grace Carolyn Brown

President Grace Carolyn Brown

Table of Contents

The Mission Statement	i
Letter from the President	ii
Preparing Students for the Future: Implementing Educational Reform at RCC	1
Changing the Way We Do Business: Students & Academic Affairs	2
The Dean Team	2
Shaping the Academic Agenda	3
Collaborating with Community Partners	4
The Reggie Lewis Track & Athletic Center at RCC Marks a Successful Year	5
Developing Successful Partnerships and Community Access	6
Integrating Academics and Athletics	7
Enrollment	8
Fiscal Stability	10
Budgeted Revenues and Expenditures	11
Roxbury Community College Timeline	12

Paul Goodnight

Internationally-renown visual artist Paul Goodnight only took a few courses at Roxbury Community College in the 1970's. But the lessons Goodnight learned and the teacher who guided him continue to have a profound influence on him today.

At age 20 after a stint in Vietnam, Goodnight faced the fact that he could not read or write beyond grade school level and decided to do something about it. "It was too embarrassing to not know how to read and write coherently or comprehensively at age 20. I am a very ambitious person and I wanted to get over that hurdle," he said.

Goodnight heard about RCC from friends and decided to enroll. At the time RCC occupied a small space in the Grove Hall section of Dorchester. "It was less than half the size it is now. It was a place where I was able to hone in on the necessities I needed in life. The teachers were very strict and very disciplined. It was just what I needed and just what I didn't get in high school," Goodnight said.

One teacher always stands out in Goodnight's mind. He admits that he thinks of her just about every day. Her name was Barbara Hardaway. "She was the most influential person in my life. I remember this and I will never forget. She had polio and she would tell me that we both had handicaps. Mine was that I could not read. She told me her handicap was visible and something she could not hide. She said that I could hide my handicap," explained Goodnight. Laughing at the thought, he said, "She told me that I might be able to hide my handicap from other people but that I could not pull anything over on her. I will always remember that."

"Barbara was a very important person in life. She gave me structure," Goodnight said. "I went on to other schools. But, it was at RCC where I got a good academic foundation." He moved on to the Massachusetts College of Art and graduated in 1975. His art career skyrocketed and continues to soar upward.

Millions of television viewers have caught glimpses of Goodnight's vivid paintings of proud and beautiful African and Caribbean people. His work has been used as accents in scenes on the Cosby Show, Fresh Prince of Bel Air, Seinfeld and ER. Actress Whoopi Goldberg requested one of Goodnight's pieces for her character's apartment when she starred in the movie "Ghost." He also created the official poster for the 1996 Olympics. His work is included among the most prestigious art collections of the world.

Goodnight travels around the world to paint. During his travels, he also takes the time to encourage young people and aspiring artists in much the same way he was once encouraged by Barbara Hardaway at RCC.

"I think a community college like RCC is very, very necessary. It was a great steppingstone for my educational background. Students are able to get more concentrated learning. I know I did," he said.

Preparing Students for the Future

Implementing Educational Reform at RCC

In 1996, RCC embarked on the following major initiatives to improve the educational quality of the college as we move into the 21st century:

1 **The Balfour Project:**
Supported by a $650,000 grant from the Balfour Foundation, RCC began the first year of a five year planning process. In the spring of 1996, the college invited the community to help develop the school's strategic plan through an imaginative, highly interactive forum called a charette. More than 100 college and community representatives gathered to exchange ideas and help us envision the future. Participants offered the following key recommendations in meeting the educational needs of our community going into the year 2001:

- restructure and strengthen the Liberal Arts to balance the development of liberal learning and acquisition of technical skills;
- ensure that our programs and services reflect the diversity and inclusiveness of student learning, going beyond the needs of matriculated students to include the ranks of the disenfranchised;
- empower students with the values and skills they will need to take control of their own destiny;
- work to maintain our academic standards within the institution and beyond;
- address the issue of resources required to support preparatory and college study;
- and identify and promote new and existing partnerships, whether they are academic, financial or cultural.

These recommendations helped us to subsequently develop an action plan and time-line that identifies specific objectives in three primary areas which include our mission, community partnerships and student population.

2 **Educational Reform:**

The Charette set the stage for the start of educational reform at RCC which ultimately seeks to provide students with a breadth of knowledge and skills that have been historically associated with exposure to the liberal arts, as well as skills desired by employers. In 1996 we began the process of conceptualizing and designing a comprehensive and integrated curriculum which will address student needs for literacy, technical, proficiency, short and long term learning and good citizenship.

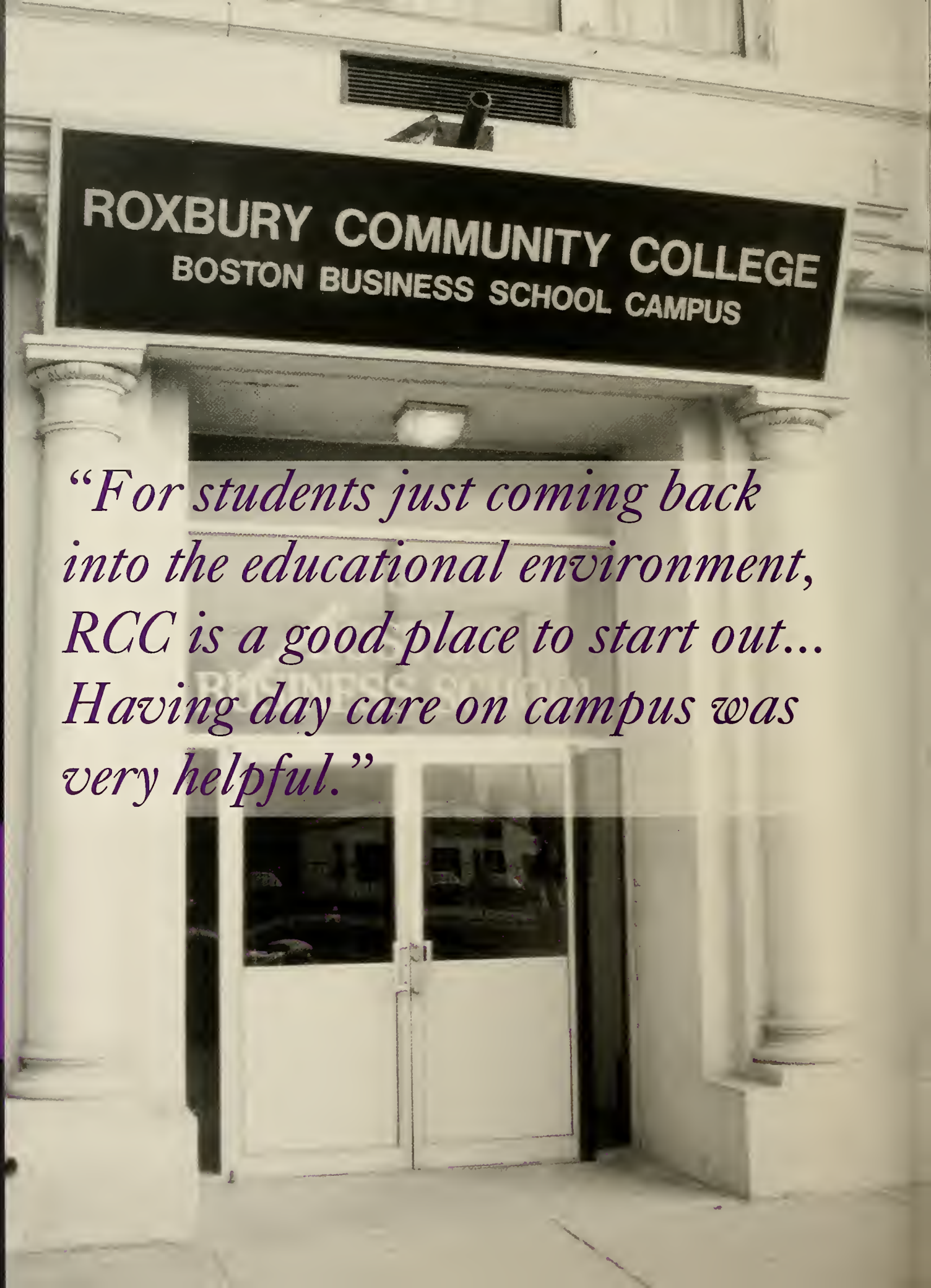
3 **The 100 Careers Program:**

Funded with a grant of $148,000 from the Massachusetts Legislature, the 100 Careers Program is a pilot demonstration project designed to help students who are welfare recipients get a fresh start. Program components include academic preparation, life skill development, career experience and career placement. One Hundred Careers will position students for economic independence, positive self determination and community involvement.

4 **RX.RN.RCC Program:**

In 1996 the legislature established a $3.8 million Campus Performance Improvement reserve at the Board of Higher Education to support campus initiatives meant to improve academic programs, campus accountability, efficiency in management and cost effective use of resources.

This reserve awarded RCC $100,000 to support an initiative called "RX.RN.RCC." These funds will be used to build an integrated multimedia nursing lab that will supplement classroom learning and clinical instruction. The lab will encourage students to take a more proactive role in their schooling. This in turn should increase RCC's retention and graduation rates by reducing the time needed to complete the Nursing Program.



"For students just coming back into the educational environment, RCC is a good place to start out... Having day care on campus was very helpful."

Rosalyn Marshall

Rosalyn Marshall embarked on a degree-earning path to her future in the fall of 1992 when she followed the signs to RCC. Cost, location and on campus resources such as day care attracted her to the College. A young single mother, Marshall was focused in the classroom. While at RCC, she was inducted into the honor society Phi Theta Kappa, made the national Dean's List, earned RCC Foundation scholarships and received a departmental award.

After graduating from RCC in 1995, she transferred to the University of Massachusetts where she is a senior accounting major and management information minor. She applies classwork in her job as an administration assistant at Ancrum & Solomon, Inc., a management consulting firm for non-profit organizations.

Changing the Way We Do Business:

The Dean Team

To help the college realize its mission and support the educational reform initiative, we restructured the division of Student & Academic Affairs and formed the Dean Team: an executive management group consisting of four Deans in the areas of (1) academic leadership, planning and implementation, (2) curriculum and instruction review and reform, (3) student development and campus life, and (4) enrollment management and retention.

The Dean Team is working with President Brown to develop a centralized operations plan which includes a set of core principles, complementary goals and objectives, and a management calendar with timetables which are congruous to goal achievement.

The purpose of the restructuring is to foster an open environment for educational reform, encourage greater unity and program uniformity, streamline decision making and create an institutional culture which can respond more rapidly to the issues facing RCC in the 90's and beyond.

Shaping The Academic Agenda: Curriculum Development

In response to student needs and educational trends, RCC has instituted the following new academic programs:

1. The Division of Math and Science completed curriculum development for a new degree concentration in Environmental Management Pollution Control.

2. The Nursing Program developed a new initiative which permits advanced placement for licensed practical nurses into our Registered Nurses Program.

3. Humanities approved two new music courses. Introduction to Vocal and Choral Music I and II emphasize vocal and choral literature as well as contemporary songs.

4. The English Department conducted two conferences for full and part time faculty which addressed the concepts of writing across the curriculum and faculty mentoring.

Student & Academic Affairs

Collaborating with Community Partners

In 1996 we collaborated with other academic institutions, cultural organizations and businesses to develop resources and respond more effectively to the needs of the community and the college.

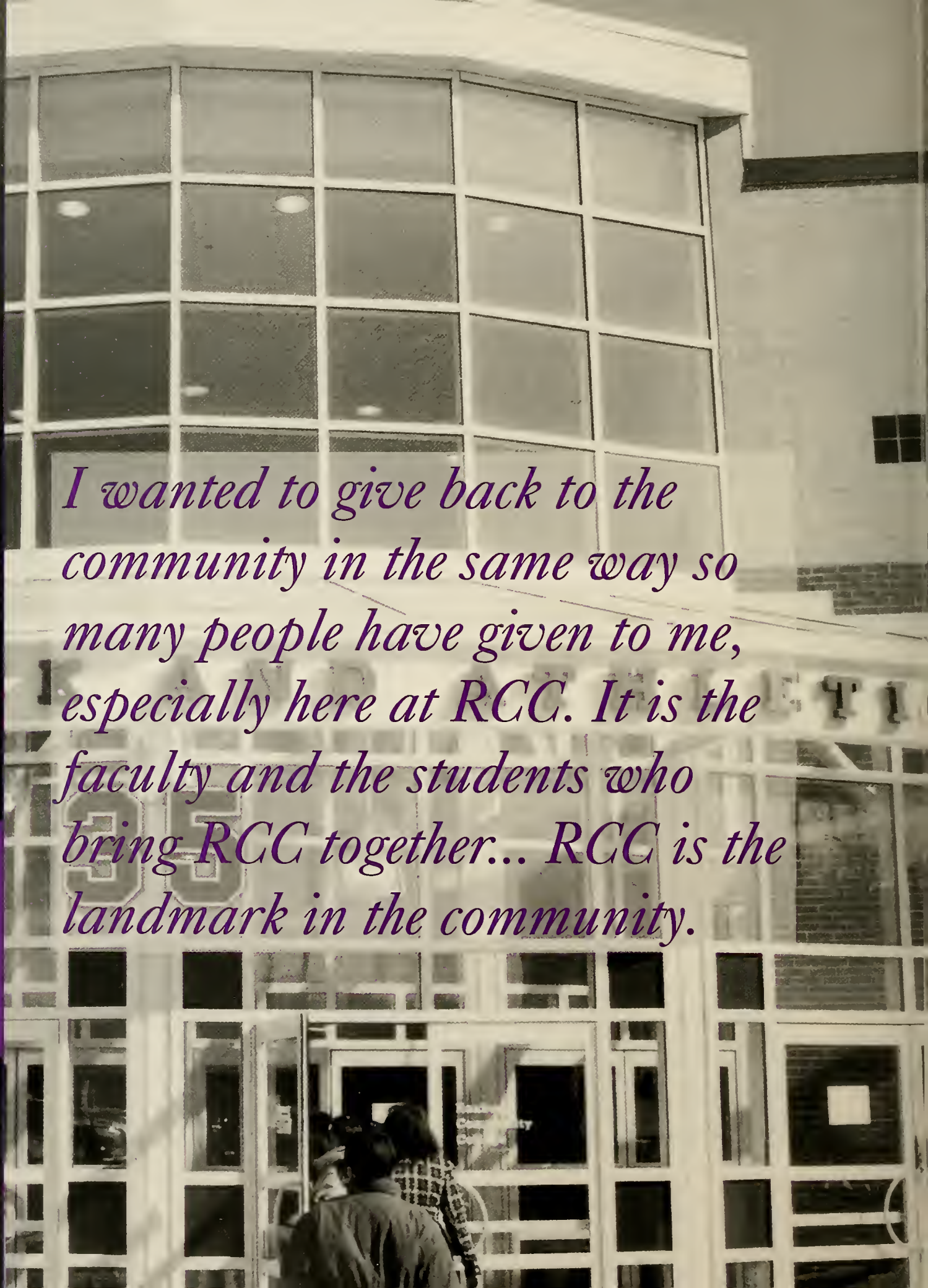
1. The networking company Cabletron Systems donated the cost of wiring, installation and technical services enabling RCC to implement an advanced computer network. The upgrade represents a generous contribution worth nearly $19,000. We are using the improved system for the delivery of academic and business computing skills, as well as general daily use by students, faculty and administrative staff.

2. Star Market and RCC joined forces to clarify career opportunities in retail management and provide education and work pathways for students. Star has booked key executives to lecture students on campus, given them tours of the flagship store in Allston, and provide opportunities for employment, paid internships and scholarships.

3. The Berklee School of Music donated seven pianos to support our Music Department.

4. The Gillette Company made a significant contribution in office equipment to RCC.

RCC students and President Grace Brown at the Star Market in Allston



I wanted to give back to the community in the same way so many people have given to me, especially here at RCC. It is the faculty and the students who bring RCC together... RCC is the landmark in the community.

Alex Monteiro

Alex Monteiro is creating a future through high scholastic achievement as a liberal arts major at RCC. He maintains a 3.8 grade point average while serving as a point guard on the College's basketball team, The Tigers, who were first in the state and sixth in the country last season.

When he graduates next year, Monteiro will be the first member of his family to earn a degree. Born in the Cape Verde Islands, off the coast of West Africa, he takes this honor very seriously and can be found studying on the basketball team's bus en route to a game. He considers his choice to attend RCC and to play with The Tigers as the "best decision in his life."

Roxbury Community College
Reggie Lewis Track and Athletic Center

Reggie Lewis Track & Athletic Center Marks a Successful Year

Developing Community Partnerships and Community Access

Much of the RLTAC's success can also be credited to the Community Access Membership Program which offers residents affordable use of the facility. To date, the Center has issued almost 1700 quarterly memberships, with an average membership of approximately 500 persons per quarter and growing. Users reflect a very diverse, multi-cultural, multi-ethnic membership. Approximately 80% of the total memberships have been issued to residents of the Roxbury and Dorchester communities.

These paying members enjoy a broad array of health and fitness activities in the Center's Field House, the gymnasium and fitness rooms which contain nautilus, weight and cardiovascular equipment. Fitness classes include slide aerobics, step aerobics, toning and conditioning, hi/lo impact aerobics and roots and rhythm.

"We monitor the grades of student-athletes on a regular basis because we want to help them before they get into academic trouble."

John Thomas
RCC Athletic Director
Olympic Medalist

Integrating Academics & Athletics

The Reggie Lewis Center also serves a major function as an academic building. RCC students, student-athletes and faculty make use of the RLTAC's seminar and classroom space which is used to accommodate academic programs including physical education, health sciences, sports management, leisure studies and various certificate programs.

Recognizing that student-athletes must study hard as well as play hard, last year RCC Athletic Director John Thomas initiated what is called the Mind Time Tutorial Program. Thomas, a two-time Olympic Medalist, and his staff collaborate with the RCC Learning Center to provide student-athletes with tutorial assistance either on an individual basis or in a group setting throughout the semester. The preventative approach works. To date, not one student-athlete has been ruled ineligible to play due to unacceptable grade point averages.

This is particularly notable in the case of the RCC Men's basketball team, the Tigers, who won their way to national recognition with an outstanding 25-7 season in the 1995-1996 academic year. During the Massachusetts Community College Athletic Association Tournament, defeated Holyoke Community College and won the Men's Basketball Championship. RCC also went on to place 3rd in the National Junior College Athletic Association Division III Basketball Championship Tournament.

The Roxbury Community College basketball team
The Tigers

The money from the first Alise Rostan Dowling Nursing Scholarship at RCC has made it a lot easier to focus on my studies and not on how I will pay for the next semester.

Toya Scott

Having overcome personal and financial hurdles, Toya Scott can look forward to a future in nursing. A single mother when she started at RCC, she felt insecure about attending college "at the ripe age of 32." Her confidence grew and she fulfilled the requirements which allowed her to be accepted into RCC's nursing program.

But like many students, Toya felt overwhelmed by the cost of books and tuition. Thanks to her good grades, her commitment and dedication to attaining her new degree despite her challenges, Toya was awarded the first Alise Rostan Dowling Nursing Scholarship. Today, as she makes her clinical rounds, Toya says RCC is truly the place where her future began.

Roxbury Community College
Nursing Lab

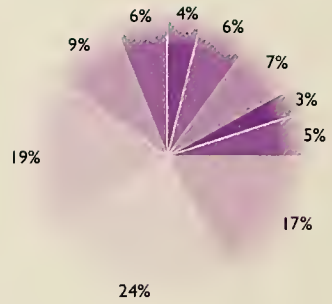
Enrollment

Fiscal Stability

As an urban community college, RCC serves a diverse student body. Currently, there are approximately 2600 students attending the school. Half of these students come from the communities of Roxbury and Dorchester while most of the rest are from other urban neighborhoods.

A Sample of Communities from Which Our Students are Drawn

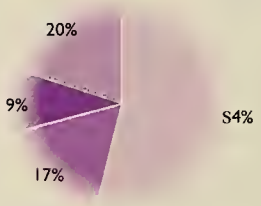
4% Hyde Park
6% Jamaica Plain
7% Mattapan
3% Brighton
5% Roslindale
17% Other Communities
24% Roxbury
19% Dorchester
9% Back Bay
6% Suburban



Source: IPEDS Fall 1996 Enrollment Report

Fall 1996 Student Enrollment by Ethnicity

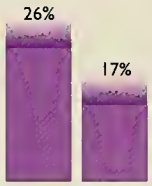
54% Black, Non Hispanic
20% Hispanic
17% White, Non Hispanic
9% Asian or Pacific Islander



Source: RCC Fall 1996 Enrollment Report

Full-time Faculty Members with a Doctoral Degree

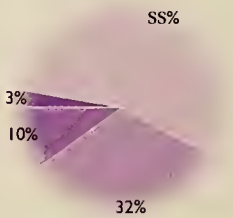
17.06% State Average
26% Roxbury Community College



Source: FY'96 Legislative Performance Measures Report

Full-time Faculty, by Ethnicity, 1996

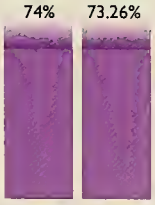
3% Asian
55% White
32% Black
10% Hispanic



Source: IPEDS Fall 1996 Enrollment Report

Full-time Faculty Members with a Master's Degree

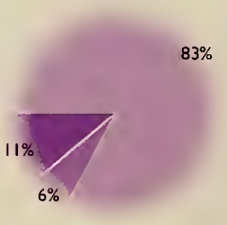
73.26% State Average
74% Roxbury Community College



Source: FY'96 Legislative Performance Measures Report

Residence

83% Greater Roxbury
6% Suburban Communities
11% Urban Core Communities



Source: RCC Fall 1996 Enrollment Report

For the second straight year the College has balanced its budget. This shows that RCC has made significant progress in meeting the goals of astute, accurate and effective financial accounting and budgetary management. To assure continued progress in fiscal management, the following initiatives were taken:

•State-of-the-art-financial accounting software was acquired and installed.

•New fiscal policy and procedures were developed and submitted to the Board for review including an internal controls manual, a gifts and grants policy, a short-term investment policy, revised trust fund definitions and guidelines and a budget preparation handbook.

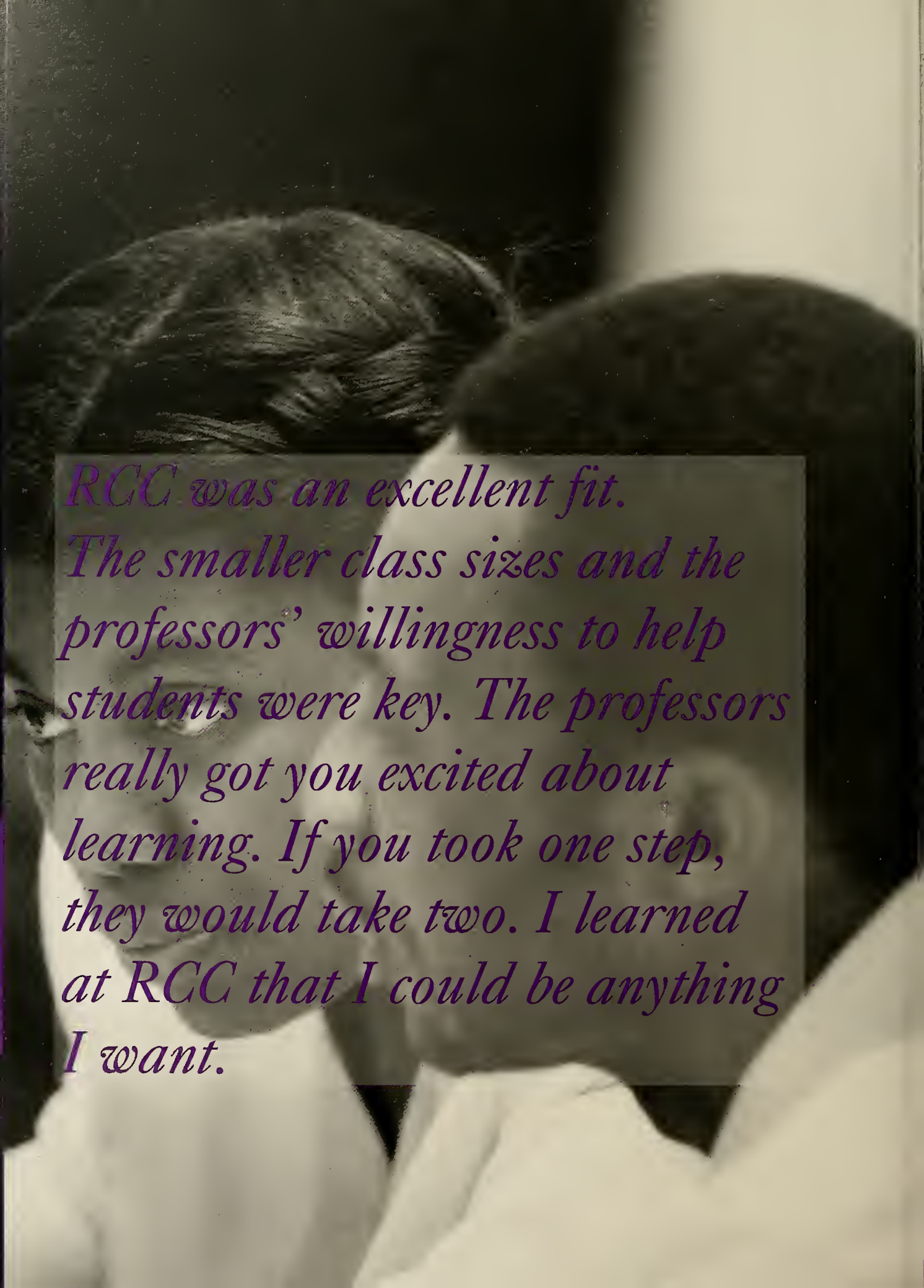
Budgeted Revenues and Expenditures
Fiscal Year 1997

Revenues

State Maintenance/RCC	$8,605,200
State Appropriation Reggie Lewis Track & Athletic Center	$1,009,898
College Fees & DCE Tuition	$2.374,800
Interest Income	$10,000
Gifts, Grants & Contracts	$1,212,000
Auxiliary Enterprises	$ 60,000
Total Revenues	$13,271,898

Expenditures

Instruction	$5,488,000
Academic Support	$525,000
Student Services	$1,069,000
Institutional Support	$2,810,000
Physical Plant	$1,683,000
Grants & Contracts	$687,000
Reggie Lewis Track & Athletic Center	$1,009,898
Total Expenditures	$13,271,898



RCC was an excellent fit. The smaller class sizes and the professors' willingness to help students were key. The professors really got you excited about learning. If you took one step, they would take two. I learned at RCC that I could be anything I want.

Tomas Gonzales

Thanks to the experience he had at RCC, Tomas Gonzales is dreaming of a future in politics. If the road does not lead him to Congress or the Massachusetts governor's office, he would like to become the first Latino mayor of Boston. A social science major while at RCC, he maintained a spot on the Dean's List and on the President's List and has kept that tradition now that he is at Boston College.

At RCC, Gonzales served as president of student government association and starred in a theatre production. He also worked for a number of political agencies, including the Commonwealth Coalition and campaigned for state representative Charlotte Golar-Ritchie of Dorchester and Boston city Councilor Gareth Saunders. He attributes the nurturing environment at RCC and the opportunity to work on those political campaigns through the schools internship program to his success as a student.

Roxbury Community College classroom

Roxbury Community College History Timeline

1996	Grant For Nursing Program Approved
1996	Grant for 100 Careers Program Approved
1996	Educational Reform Movement Begins
1995	Decennial Accreditation NEASC
1995	Capital Appropriation for Computer Systems
1994	Balfour Grant Approved
1992	Dr. Graee Carolyn Brown appointed president
1988	New 12-acre eampus opens on Columbus Avenue along Southwest Corridor
1984	Boston Business School merged into RCC
1983	RCC Foundation established
1976	RCC Alumni Association founded
1975	First graduation class
1975	College moves to four-story briek building on Dudley Street
1973	Classes open in former ear dealership on Blue Hill Avenue
1972	Roxbury Community College founded as the 15th public community eollege in Massachusetts

Board of Trustees

Back row from left to right: Mr. Pervis Ryans, Jr., Ms. Toya Scott, Student Trustee, Dr. Toye Lee Brown, Mr. Joseph Steinfeld, Esq., Mr. Alberto Calvo, Mr. J. Keith Motley. Front row from left to right: Mr. Sharif Abdal-Khallaq, Vice Chairperson, Dr. Donald J. Reaves, Chairperson, Dr. Mildred Collins Blackman, Secretary, Mr. Harry Sterling, Jr., Treasurer

Roxbury Community College
1234 Columbus Avenue
Roxbury Crossing, MA 02120-3400

Telephone (617) 427-0060

Credits
Copy writer **Kelley Chunn Associates**
Photographer **Stanley Rowen**
Design **Gordon Design**